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SPECIAL REPORT
Sales Promotion

Advertising Age Thursday

Crain's Magazine of the Creative Process

ANGOTTI THOMAS HEDGE

Carving out an upscale niche

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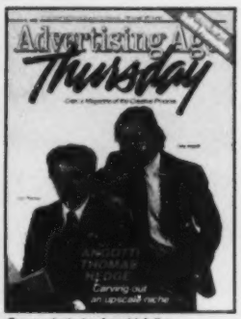
Thursday

Making it small

"Everything we do is important because we don't do a lot of it," says Tony Angotti, co-creative director of Angotti Thomas Hedge. "If we do a clunker it could be really devastating." An emphasis on value and clients with luxury products is what ATH is all about. With just four employes, the three principals are trying to make it in a land bottle-fed on "Big is beautiful." Giving them the audacity to think they can is their unshakable belief that a gap exists between upmarket advertisers and creative talent that understands these markets. *See Page 4.*



Cover photo by Arnold Adler

He wants his MTV

"A lot of it is public relations," is how Ed Libonati, the director of irreverent MTV: Music Television spots, describes his job. "You have to be a psychiatrist, a parent and a leader." He is referring to his role as a commercial director. But in Libonati's case, this is just the tip of the iceberg. Libonati learned the advertising business inside out by acting as copywriter, jingle composer, talent agent, cameraman, promotions man, president of his own company and, now, director of a 1986 network tv show. *See Page 40.*

Special Report—Sales Promotion

Sales promotion, once considered to be on the fringes of the marketing mainstream, is taking its place among other marketing disciplines in large multimedia marketing programs. Special Report examines changes in and dangers of trade promotions and looks at unusual consumer promotions, such as Converse allowing runners to test a pair of shoes and Frito-Lay's use of an interactive telephone program. Starting on *Page 13.*

Presstime

MCI agencies pitch

WASHINGTON—MCI Communications Corp. is reviewing speculative creative work from incumbent agencies Ally & Gargano and D'Arcy Masius Benton & Bowles in preparation for a planned consolidation of its $40 million long-distance ad business. A&G handles MCI's consumer ad account, which bills about 85% of the total. DMB&B handles the carrier's business-to-business advertising. MCI plans to shift the bulk of its spending to business customers next fall. Both New York agencies recently made presentations that included both consumer and business advertising, an MCI source said. A&G earlier made an unsuccessful bid to wrest the business-to-business account from B&B (AA, Nov. 26, '84).

Datago says no

VALHALLA, N.Y.—Nynex Corp.'s Datago 14-store computer retail chain has shelved all plans for corporate ads, via Angotti Thomas Hedge. The New York shop became Datago's agency of record last March. Rye-based Peter Plik & Associates continues handling Datago's retail ads.

Smokeless ad ban nears

WASHINGTON—Tv and radio advertising for smokeless tobacco seems to be heading for the history books after this week's House approval of legislation that bans such ads and mandates health warnings on print ads and packaging. Senate approval—which one aide called a "fait accompli"—was pending at press time (AA, Feb. 1).

Troubled waters

MIAMI—Costa Cruise Lines has quit the Cruise Lines International Assn., New York, in opposition to CLIA's proposed $1 million generic ad campaign scheduled to break March 1 (AA, Jan. 20). Princess, Royal Caribbean and Royal Cruise Lines also have pulled out of CLIA in protest. Doyle Dane Bernbach, New York, handles.

Mulcahy out of Time Inc.

NEW YORK—*People* assistant publisher Eileen Mulcahy has been identified as another top executive to be laid off under Time Inc.'s magazine group staffing cutbacks (AA, Feb. 3). Ms. Mulcahy is among the highest-ranking women on the business side of the company's magazines.

A-B makes nonbeer move

ST. LOUIS—Anheuser-Busch further has increased its nonbeer business by acquiring Sante Mineral Waters, Santa Rosa, Cal., three months after purchasing Saratoga Springs Co. (AA, Nov. 11). Bloom Agency, Dallas, becomes first agency for both acquisitions. Separately, A-B has moved responsibility for Michelob Classic Dark to Michelob Light agency Needham Harper Worldwide, Chicago, from Ted Bates Advertising/New York. Bates remains agency for Michelob.

ANA slams newspapers

NEW YORK—Assn. of National Advertisers' newspaper advertising committee is protesting

(Continued on Page 43)

Street Talk

Other than your own clients', what were the most creative and effective commercials during the Super Bowl? Last week, Chicago and Boston had their say; here are picks from elsewhere in the country.

Ross Van Dusen, senior vp-creative director, Chiat/Day, San Francisco: "The best work I saw in it, the campaign that strikes me as nifty, was the John Hancock spot. It was fresh tv, powerful advertising. That work was outstanding. I can't think of anything else. Everything else had the feeling of 'this is advertising.' The [Timex] watch commercial struck me as trying to be '1984' [Apple Computer's '1984' Super Bowl spot], but it didn't impress me that way; it didn't knock me out."

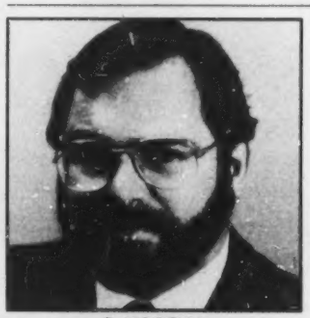
R. VAN DUSEN

S. SEGAL

Stephen Segal, senior vp-media director, Lowe Marschalk Inc., New York: "I liked the series of new McDonald's 'McD.L.T.' executions. What I liked most was the scheduling of one per quarter leading up to the final one congratulating the Bears immediately after the game ended. The series in total seemed to make McDonald's stand out as the sponsor of the game. It was probably the best way of using the Super Bowl as an advertising vehicle with the exception of Adidas, which got even more exposure at a lot lower cost."

Chuck Silverman, managing partner-creative director, Scali, McCabe, Sloves, Los Angeles: "Like most humane football fans, I tuned out after the first half. It was Timex and John Hancock running neck and neck, a distant third behind Chiat/Day's '1984' and 'Lemmings' spots for Apple. Those commercials made the Super Bowl the Super Bowl of Advertising at over a million bucks a minute. Over-all, I don't think the Super Bowl advertisers got their money's worth out of their creative."

C. SILVERMAN



S. KOPCHA

Steve Kopcha, exec vp-executive creative director, D'Arcy Masius Benton & Bowles, Bloomfield Hills, Mich.: "Nobody broke new dramatic ground on the Super Bowl, but Sears and Gillette [Right Guard] scored with well produced commercials with good selling points in them. There was no '1984' in 1986."

Cliff Einstein, chairman-creative director, Dailey & Associates, Los Angeles: "McD.L.T. They took a very mundane subject —lettuce and tomato hamburgers, hot and cold--and found a way of expressing the idiosyncracies of that product. I thought it was fascinating and memorable. It was a series, and it stood out."

C. EINSTEIN

ADVERTISING AGE *Thursday* asks those who serve agency creative and/or media departments to share views on major advertising-related issues. While we're out there making calls for this feature, why wait for the phone to ring? Send pithy comments and a recent photo to: Street Talk, ADVERTISING AGE *Thursday*, 220 E. 42nd St., New York 10017.

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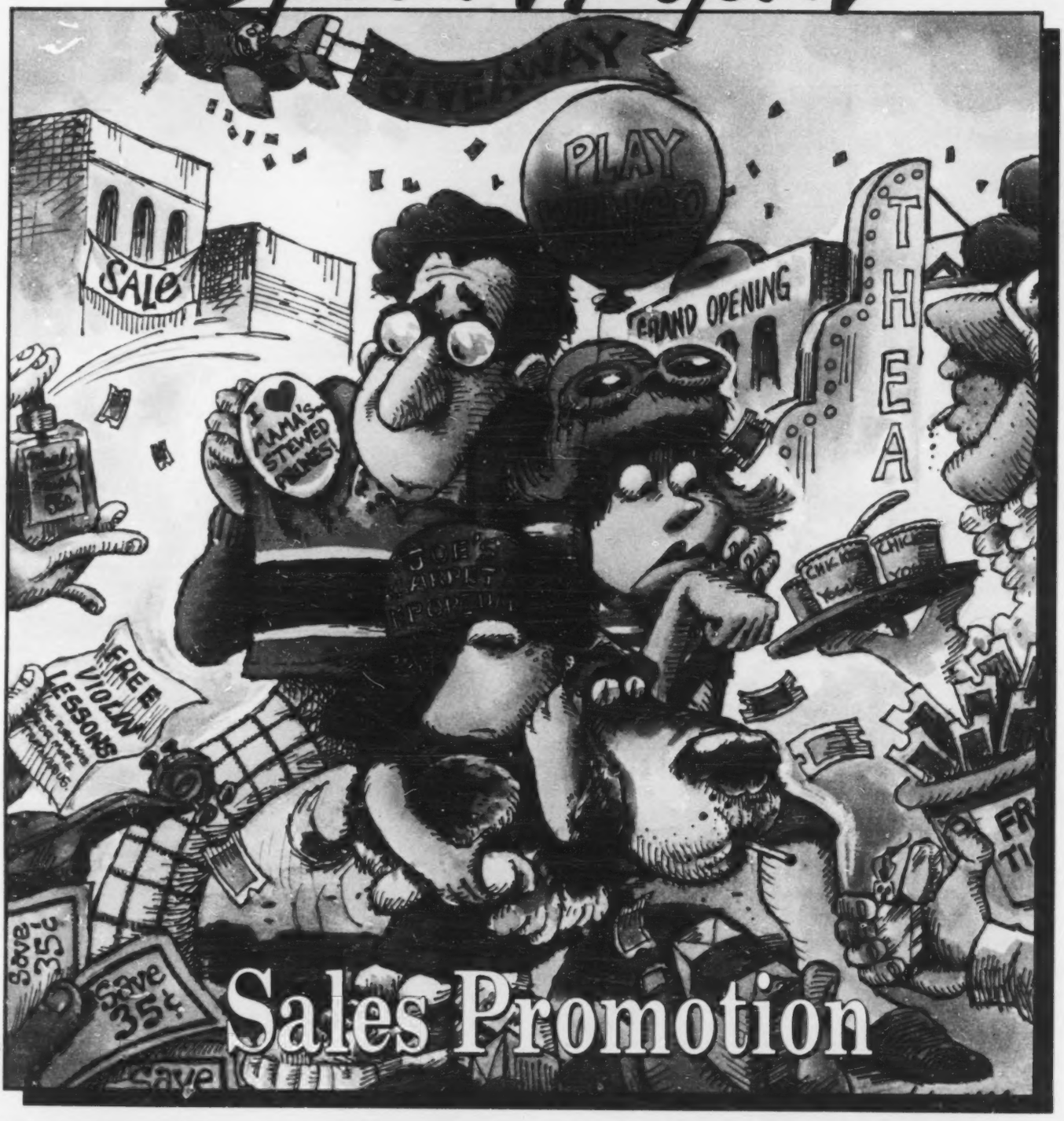
Special Report



Sales Promotion

Jostling for consumers', marketers' attention

By Len Strazewski

There's barely room to walk down the street. Sales promotion is everywhere: Popping out of displays, jumping from the hands of product samplers and fighting for consumer attention along with traditional advertising and direct response campaigns.

Yet sales promotion is almost as mysterious as it is pervasive, a marketing industry stepchild aggressively seeking recognition.

For years, many marketers considered sales promotion to be on the fringes of the mainstream, populated more by premium sellers working out of their automobiles than account execs working out of skyscrapers.

In 1986, however, sales promotion seems to be taking its place among other marketing disciplines in large multimedia marketing programs. Like pr agencies and direct marketing companies in previous years, sales promotion agencies are becoming hot targets for acquisition by general advertising agencies.

New York-based Saatchi & Saatchi Compton, for example, acquired the Howard Marlboro Group, New York, on June 24, 1985, and Burson-Marsteller, New York, acquired Rogers Merchandising, Downers Grove, Ill., on Nov. 1, 1984. Several general agencies, including Foote, Cone & Belding, Chicago, and BBDO, New York, have developed their own sales promotion subsidiaries.

But despite protests to the contrary from executives of the leading sales promotion agencies, some of the old stigmas and mysteries remain.

Sales promotion covers a variety of marketing techniques, ranging from sophisticated computer-driven sampling and testing programs to actors in chicken suits handing out coupons for fast food.

Privately held sales promotion agencies are reluctant to document their annual billings for comparison with their competitors, hindering

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Consumer promotions

Type	1984
1. Couponing (cons. direct)	95%
2. Premium offers	82
3. Money-back offer	81
4. Sweepstakes	73
5. Cents-off promotions	64
6. Sampling new products	62
7. Pre-priced shippers	48
8. Couponing in retailers' ads	40
9. Sampling products	36
10. Contests	29

Source: Donnelley Marketing annual survey of promotional practices for 1984.

Jostling for consumer attention

(Continued from Page 13)

accurate estimates of the size of the sales promotion business.

"We've all used estimates of $60 billion to $65 billion in speeches or the like, but we don't really know," says William Robinson, president of William A. Robinson Inc., Chicago. "And there's no real way to find out."

Robinson has about 50 employes in three offices, including New York and Los Angeles, and claims 1985 revenues between $5 million and $10 million, Mr. Robinson says.

"So many aspects of the sales promotion business are so different that no one really tracks the field in the way advertising billings are tracked, and agencies perform so many different functions, from pure consulting to printing and manufacturing, that trying to compare their revenues is like comparing apples and oranges."

Other industry sources estimate the size of the business as large as $85 billion, but just how much is spent on pure promotional development and how much is generated by ancillary media and direct marketing or printing and manufacturing of premiums is unknown.

Industry experts, however, do track the relative flow of dollars within the sales promotion industry.

Donnelley Marketing, a Stamford, Conn.-based couponing, sampling and saturation mailing company, annually surveys the industry on spending in various sales promotion techniques: Trade incentives, direct consumer couponing, premium offers, refund offers, sweepstakes, cents-off promotions, new product sampling, prepriced shipments, retailer coupons, established product sampling and other contests.

In Donnelley's seventh annual survey of promotional practices in 1984, the company reported that trade promotion spending still dominated promotional practices, but consumer promotions continued to grow in relation to total spending.

In 1984, 42% of all promotional dollars were spent on consumer promotions, up from 40% in 1983 and 36% in 1982.

Donnelley's report on 1985 promotional practices is not complete, according to director of media services Dick Vincent, but early analysis of 1985 data suggests consumer promotion is continuing to grow at trade incentives' expense.

"The early returns indicate two trends," Mr. Vincent says. "The share of promotion dollars spent on consumer promotions is still growing. However, our data indicates that the over-all amounts spent on promotion in 1985 is about the same; so it is pretty clear that the share of dollars spent on trade promotion must be shrinking."

Trade promotions, the manufacturers' or packagers' use of special volume pricing or discounts for retailers to persuade them to expand shelf space for products or offer sales to consumers are a thorny problem for sales promoters. Many promotion experts believe that strong trade promotion builds volume at the expense of profit margin and encourages consumers to buy on price rather than brand loyalty.

Trade promotions also tend to be too defensive, promoters say, designed to protect against the encroachment of new brands into retailers' shelves, but leading to head-to-head price competition among brands. A series of stories in this section examines these issues.

Consumer promotions, however, take their appeals directly to consumers and can involve coupons, free samples or trials, rebates or premiums.

Donnelley's study of 1984 promotion practices reveals that direct distribution of coupons to consumers was the most popular consumer promotion, used by 95% of responding marketing executives, slightly more than had used it the previous year.

About 82% said they used premium offers (about the same amount as in 1983), and 81% said they used refunds or rebates (slightly less than the previous year). Seventy-three per cent said they used sweepstakes promotions (down from 78% the previous year).

Industry sources say they expect these trends to continue, reflecting a move to more aggressive consumer promotions and greater use of direct mail to deliver coupons and other consumer offers.

"Consumer promotions are taking a strong tactical position these days," says Joseph Flanagan, president of Chicago-based Impact, the sales promotion subsidiary of Foote, Cone & Belding. "This is in contrast with trade promotions, which have always been rather defensive."

Impact, one of the largest sales promotion shops owned by a general advertising agency, has about 70 employes in Chicago, New York and San Francisco, and generated about $5.5 million in revenue in 1985. Industry consensus puts it solidly in the nation's top 10 sales promotion agencies.

"As recently as a couple of years ago, our industry was known more for developing one-shot, short-term promotions and special events," Mr. Flanagan says.

"Now sales promotion is looking for the long-term, fitting into broad marketing plans. There is a better environment now than ever for balanced marketing approaches combining advertising, public relations and sales promotion."

Different types of clients are trying sales promotion tactics, says Mr. Flanagan, who becomes president of the Council of Sales Promotion Agencies in June. The CSPA is a 32-member trade group representing sales promotion agencies that specialize in promotion consulting rather than premium or display manufacturing.

Member agencies, Mr. Flanagan says, report that high-technology marketers are becoming more aware of sales promotion. Such giants as International Business Machines and Zenith Data Systems

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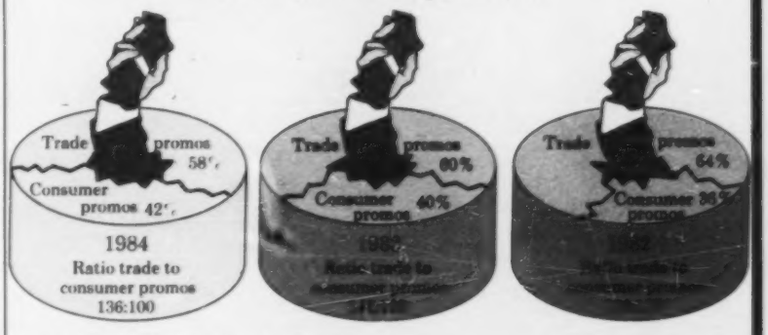
Share of promotional dollars

Consumer vs. trade promotions



Source: Donnelley Marketing seventh annual survey of promotional practices

Early enrollment strives for high scores in brand loyalty

An audience is ripe for sales promotion as soon as it can read, says Steven M. Kaplan, marketing director for Sampling Corp. of America, Glenview, Ill.

Sampling manages sales promotions and product sampling programs in elementary schools for a variety of national clients, including Crest toothpaste, Kool-Aid, Citrus Hill orange juice, Duncan Hines, Jif peanut butter, Keebler cookies and several cereal companies.

"What we have discovered is that children are buyers, if not immediately, then eventually," Mr. Kaplan says. "People tend to buy what they are used to and the best time to build brand identification and brand loyalty is when consumers are young and developing their use habits."

School promotions also reach parents, Mr. Kaplan says, when students bring home promotional messages, coupons and samples. Couponing and sampling in schools is not unusual. School principals can get 10 to 15 calls a week from marketers, he says.

Product sampling and couponing is a standard technique used by most of the major sales promotion agencies, though most agencies target adult consumers with insert advertising or saturation mail delivery of samples and coupons. What separates Sampling from its competitors is its commitment to school-oriented promotion and its practice of linking promotions to holidays and social concerns such as safety, health and fitness.

Sampling tries to enhance its programs with a message—usually about safety.

"We never just give samples," says Mr. Kaplan. "Schools don't have to accept samples blindly and probably shouldn't."

The company's longest running promotion, begun four years ago for Crest toothpaste, focuses on Halloween safety and features a bright orange "Trick or Treat" bag decorated with sponsor logos, an orange reflector patch for Halloween costumes, safety posters for school and a flier of safety tips for parents.

As the regionalized programs expanded to include other clients, including General Mills cereals, several juice companies and Keebler cookies, the treat bag came filled with samples and coupons. The samples also became the nucleus for school parties, Mr. Kaplan says.

"Participating in the Halloween event and meeting safety needs gave the coupons lots of extra impact. The average coupon redemption from the 'Super Safety Trick or Treat' promotion was over 18%," he says, compared with less than 10% redemption rate for direct mail and 5% for newspapers and inserts.

In 1985, the Halloween promotion reached more than 9 million children in some 20,000 schools across the nation. Recent research from the Chicago office of Burke Marketing Services indicates the promotion creates about 20 million impressions for every 1 million children contacted.

"Part of the visibility of the promotion has to do with our commitment to issues such as safety," Mr. Kaplan says. "Local television stations have made holiday child safety a regular feature, and publicity kits on our promotions provide material. Last year, our Halloween bag and reflectors made the 6 p.m. news in a dozen cities around the country."

Kool-Aid Man quenches the thirsties and satisfies Sampling's criterion for a social message.

Sampling parlayed the success of the Halloween promotion into similar holiday and seasonal promotions for single clients and client groups.

A Thanksgiving promotion with posters, stickers and a do-it-yourself centerpiece featured Citrus Hill orange juice logos and coupons, and Kool-Aid sponsored a summer safety promotion featuring a safety tips poster and a comic book produced by Marvel Comics Group, New York, on the adventures of "Kool-Aid Man."

For Valentine's Day, the company produced a multiclient Valentine kit, which included samples of Crush soft drinks, Jif peanut butter and coupons, as well as Duncan Hines brownie and cookie mixes.

"Teachers received the mix samples in advance so they could bake cookies and brownies for the school parties and the children could report to their parents on how good they tasted. The kit also came in a decorated box that could be used as a drop for Valentine cards," Mr. Kaplan says.

Participating in the national multiclient promotions cost clients about 7 cents per student, Mr. Kaplan says, and a single client promotion costs about 15 to 16 cents per student.

"The return comes about in more than immediate sales. We've seen product sales increase as much as 100% in some markets, but we think the real advantage in promoting to children in schools is in the product loyalty we are building," Mr. Kaplan says. "These kids will be buying products for a long time." —*L.S.*

Trade price discounts holding hostages

By Richard Edel

Trade promotion fever has package goods manufacturers trapped in a prisoner's dilemma. They hate the system but can't escape without taking some big risks.

Staying with traditional price promotions means an increasing spiral of discounts, dragging consumers away from brand loyalty and toward the lowest prices.

The solution is to get back to the original concept of trade promotion—payment for performance, says Robert Brown, president of SPAR, a Tarrytown, N.Y.-based consultant. "Manufacturers and retailers recognize they're in a bad situation. They need to get some discipline," he says.

A continuing study by Needham Harper Worldwide, Chicago, confirms this dismal quandary. The percentage of consumers saying they try to stick with major brands fell from about 80% in 1975 to about 60% in 1985. At the same time, consumers say their use of coupons is up substantially, according to the study.

"We are training consumers to buy more on price than brand," says Graham Phillips, U.S. chairman of Ogilvy & Mather, New York.

The reason seems to be the traditional price-oriented trade promotion, the per case discounts manufacturers offer retailers to push products by allocating more shelf space and floor display area.

Brand advertising once was heavily favored over trade promotion, but for many product categories, including soft drinks, soap and health and beauty aids, the opposite is now true, retailers and advertising executives say *(see related stories)*.

Mr. Phillips points to grocery scanners and the long-standing trend toward retail consolidation as the major forces at work. Greater buying leverage for major chains coupled with fast updates of sales data from scanners reinforces an upward spiral of trade promotions. Scanners show that brand share can fluctuate from 4% to 55% because of various forms of promotion incentives, he says.

"What worries an advertising man today is the fact that price and coupon promotion have such an enormous impact on short-term sales. The scanner is akin to Eve with a basket full of red apples tempting manufacturers to forgo the world of branded marketing," he says.

Unless a balance is struck between short and long-term goals, brand marketing for some products will continue to erode, he says. "There is no gain for anybody if that happens," Mr. Phillips says.

Retailers have been the biggest winners so far. Scanner information, among other factors, is shifting the balance of power in the package goods market to retailers from manufacturers, experts say. With the shift in

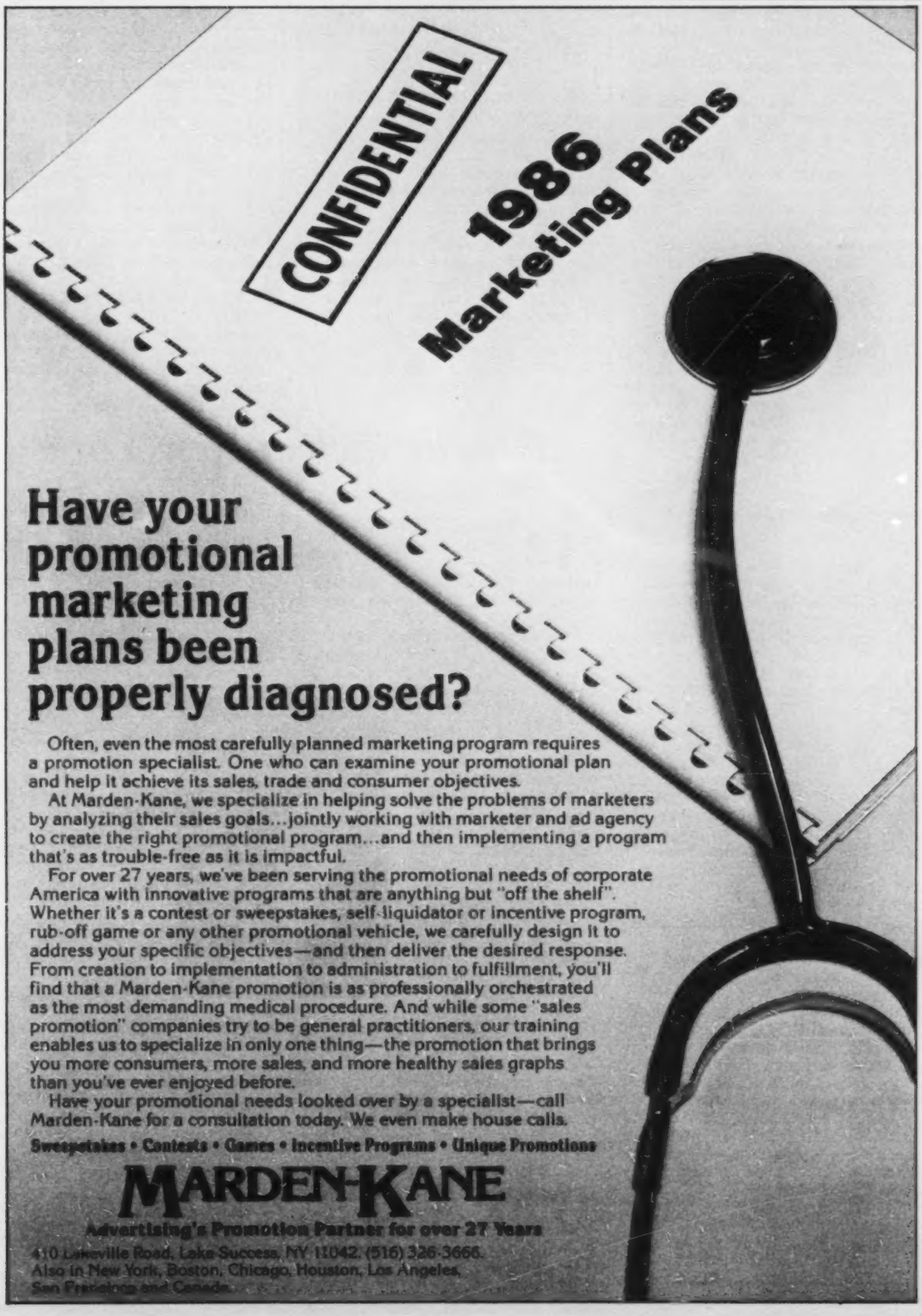
(Continued on Page 20)

Richard Edel wrote about the trade promotion business in last year's Sales Promotion Special Report.

Manufacturers emphasize promotion

Package goods
Advertising and promotion
(Primary retail channels)
$42 billion in 1984

Advertising growth rate: 9-10%
Promotion growth rate: 12-14%
Source: Majers Corp., 1985



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Discounts hold hostages

(Continued from Page 18)

power, some branded marketing efforts are crumbling as their makers focus on price promotion instead of building demand.

Several other key factors contribute to this effect, says Michael F. Carey, vp, Glendinning Associates, a Westport, Conn., consulting company. Slow revenue and unit growth for mature categories, such as paper products, soaps, detergents and beverages, is forcing manufacturers into greater dependence on price promotion as a means of selling more volume by gaining it from competitors.

Also, a low inflation rate makes it difficult for brand managers to increase profits year after year through price increases. The solution is to take a shortcut by temporarily buying volume with price cuts and other incentives to retailers, such as rollbacks, rebates and advertising allowances.

While such shortcuts work well in the short term, overuse can spell disaster for brand profitability in the long term, even while the product may appear to be gaining market share and sales volume, Mr. Carey says.

"In effect, some manufacturers are mortgaging their futures," he says. "Every dollar spent on trade promotions takes one dollar away from the advertising and marketing necessary to build a strong consumer franchise."

> ***There were 15,379 items in a supermarket in 1984 versus 9,000 in 1974.***
> **Food Marketing Institute**

Like an addiction, the more a brand relies on deals to move product, the more it is forced into more frequent deals to keep moving forward, Mr. Carey says.

How this situation plays out will depend to a large degree on how retailers interpret the data collected by grocery scanners.

Scanning technology permits them to gather and store tremendous amounts of data about brand share and product movement on a daily basis. In turn, retailers make decisions on how to display and advertise products to boost sales and profits.

The pressure is magnified by the low profit margin in the grocery industry, where net profit averages about 1 cent on $1 in sales, says Michael Rourke, vp for marketing and corporate affairs at the Great Atlantic & Pacific Tea Co., Montvale, N.J.

"There isn't much room for error," Mr. Rourke says.

Because trade allowances can add anywhere from 1% to 3% to a retailer's bottom line, they are extremely important in over-all profitability, he says.

For example, a chain like A&P, which has 1,100 stores and annual sales approaching $7 billion for 1985, could add $70 million to $210 million from trade promotions during a year.

"Trade allowances sometimes can be considered part of the basic buying apparatus. Some retailers say, 'Don't talk to me unless it's on deal,' " Mr. Rourke says. With so much at stake, the feeling is, " 'You'd better give us everything you're giving everybody else.' "

Another factor is intense competition for shelf space. There were 15,379 items in a typical supermarket in 1984 versus 9,000 in 1974, according to the Food Marketing Institute.

With so many items vying for attention, retailers could be swamped by an unorganized approach to sales promotion. So they are taking the initiative and offering promotional programs based on their own marketing objectives.

Super Valu Stores, Minneapolis, for example, has promoted full lines of products from General Foods, Procter & Gamble and General Mills, among others. In exchange for more retailer attention, manufacturers contribute advertising allowances for space in roto inserts or weekly newspaper ads, additional funds for tv and radio spots, and give discounts for special pricing and positioning with point-of-sale displays.

Just getting the best possible deal from a manufacturer would allow the retailer to remain price competitive, but price is only one element in the over-all marketing strategy, he says.

"Price is a very strong motiva-

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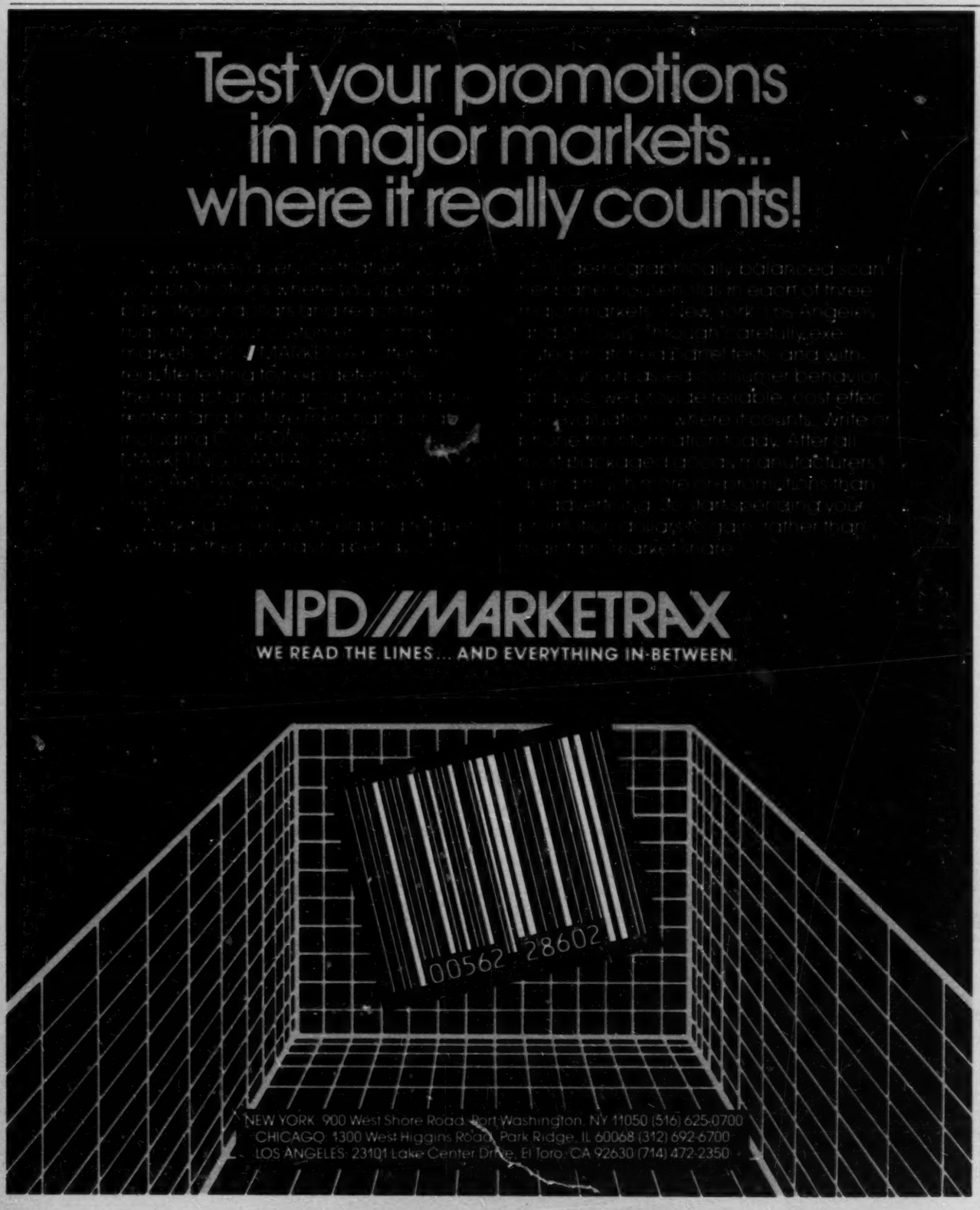
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Discounts

(Continued from Page 20)

tor, but you can't base your entire strategy on price," Mr. Rourke says. "Most consumers are very interested in price, but it is not their primary motivator. Thay are looking for specials, variety, selection, service, atmosphere and speedy checkout."

A retailer's marketing strategy is the key to using trade allowances effectively, says Tom Morrison, corporate vp for advertising and sales promotion at Grand Union Corp., Elmwood Park, N.J.

Mr. Morrison, who has worked in sales management and promotion for both PepsiCo and Procter & Gamble, says the ability to target consumers and develop a strategic plan based on value, quality and price increasingly will determine the success of retailers.

The marketing strategy has to be based on information, however, which once again raises the issue of how retailers use scanner data. "Information, not data, is the key to power," he says.

To generate information, the retailer has to apply sophisticated computer programs to scanner databases and develop management techniques to measure the incremental profit and volume received from a host of sales promotions, he says.

Several consulting companies offer these services, including SPAR, which also tracks retail execution of promotions for manufacturers; Information Resources Inc., Chicago, and Dialogue Inc., New York.

Several companies also supply decision support systems, Metaphor, Mountain View, Cal.; A.C. Nielsen Co., Deerfield, Ill.; Market Science Associates, Pittsburgh. Management consultants include McKinsey & Co., New York, and Glendinning. Majers Corp., Omaha, Neb., collects data on retail advertising and sells scanner data.

Mr. Morrison uses three benchmarks in evaluating the effectiveness of sales promotion. First is direct product profitability, a financial measuring device that charges all costs in handling an item to the bottom line. For instance, the refrigeration costs of keeping frozen foods would be charged against that category when considering profitability.

The second benchmark is whether the item is a traffic builder, such as baked and frozen goods, that bring customers into the store. Retailers are willing to lose some profits on these items in exchange for building in-store traffic.

Finally, Mr. Morrison considers the effect of building market share by trading profits for volume. The idea is to select the promotion that offers the best value to the consumer, taking the targeted consumer's shopping habits into account.

For example, counter displays featuring discount candy bars could boost item sales to the point that the promotion results in a net profit increase, outweighing any reduction in profit margin.

But development of successful promotion strategies must take the manufacturer into account, Mr. Morrison says.

"It's a partnership through information," he says. "We want trade spending to be a win-win situation for the manufacturer and Grand Union. The message is that when you deal with us, you're getting bang for your buck. If we can't perform, I can't in good conscience take [a manufacturer's] money," he says.

"We've got all the data. So why not form a partnership where everybody wins."

Manufacturers create package of ads, incentives, promotions

By Richard Edel

Sometimes a trade promotion can seem to have it all—creative advertising, coupons, point-of-sale displays and big discounts—and it still flops.

That happens even though money spent on trade promotion continues to grow. Trade allowances for package goods to drug, grocery and discount stores has grown from about $9 billion in 1979 to $15 billion in 1984, according to Majers Corp., an Omaha, Neb.-based company that monitors trade promotions for manufacturers.

These dollars don't always reach their target—consumers.

New York-based consulting companies Booz Allen & Hamilton and McKinsey & Co. estimate that from one-third to two-thirds of all money spent on trade promotions is wasted. A 1976 study in Sloan Management Review, Massachusetts Institute of Technology, Cambridge, Mass., estimates 33% of the money spent on trade promotion is passed on to the consumer.

Gillette adds value to promotions by timing cash and prize giveaways to coincide with sporting events, such as the World Series.

Reacting to improve retailer response to trade promotion, manufacturers are designing a unified package containing advertising message, consumer incentives and trade promotions.

At the same time, they are focusing on local and regional

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market conditions to gain greater retailer support.

"Part of the problem is that many companies simply are not translating their advertising message down to retail where the purchase decision is made," says John Kawula, exec vp of the Point-of-Purchase Advertising Institute, Fort Lee, N.J.

Such mistakes can have a big impact on the success of a promotion, he says.

For example, consumers purchasing impulse items such as snack foods are 250% more likely to buy an item located on an offshelf display. They are 380% more likely to buy an item they remember seeing in an ad. But they are nearly 600% more likely to buy an item they have seen advertised when that item is located on an offshelf display, according to a 1978 POPAI study sponsored by Du Pont, Wilmington, Del.

Manufacturers also can be naive about how retailers use promotional funds and materials, says Janice G. Cohen, director of marketing at SPAR Marketing Services, Tarrytown, N.Y. Sometimes manufacturers attempt to generate excitement for trade promotions by turning them into theme events or tying them into sporting games such as the Super Bowl, Olympics and World Series, she says.

One manufacturer ran a high-visibility, all-brands promotion timed to peak a week before Super Bowl XIX in 1985.

Based on SMS audits of 2,000 supermarkets over the three weeks leading up to the event, 64% of the stores failed to use offshelf displays for even one of the nine brands on promotion, despite the fact that all brands tended to be first or second in the category.

Sixteen per cent of the stores displayed one brand, 14% displayed two or three brands, and 6% displayed four or more. Only 22% of the stores had a display and point-of-purchase materials, even though seven specially designed types of point-of-purchase material were available. Of the stores with displays, only 17% had three or more pieces, SMS found.

The manufacturer did not calculate the incremental volume and profit a retailer could expect from the promotion, Ms. Cohen says, so the company had no way of selling the program's benefits to retailers or of determining the payback they would gain from giving the products extra push. Consequently, the promotion was virtually ignored, she says.

"The company can't expect better retailer support because it doesn't know whether it actually is in the retailer's self-interest," Ms. Cohen says.

Another stumbling block for trade promotions is making its various elements work as a whole, says David Coward, vp-marketing with the safety razor division of Gillette Co., Boston.

Gillette, which times many promotions to coincide with sporting events such as the World Series, Olympics and baseball's All-Star game, focuses on an over-all strategy, making its advertising and incentives work in concert. And you can't ignore the price tag, he says.

(Continued on Page 24)

How ads, displays affect consumer health and beauty aid purchases*

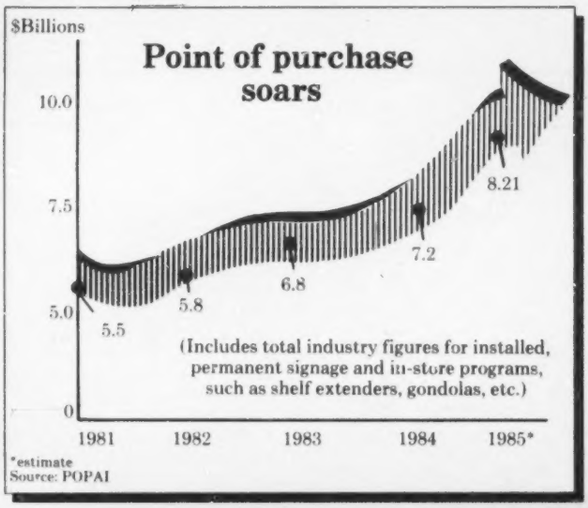
Brand average purchase	No ad No display	Display only	Ad only	Ad and display
0.45	0.38	0.86	0.83	1.68

*For every 100 shoppers.

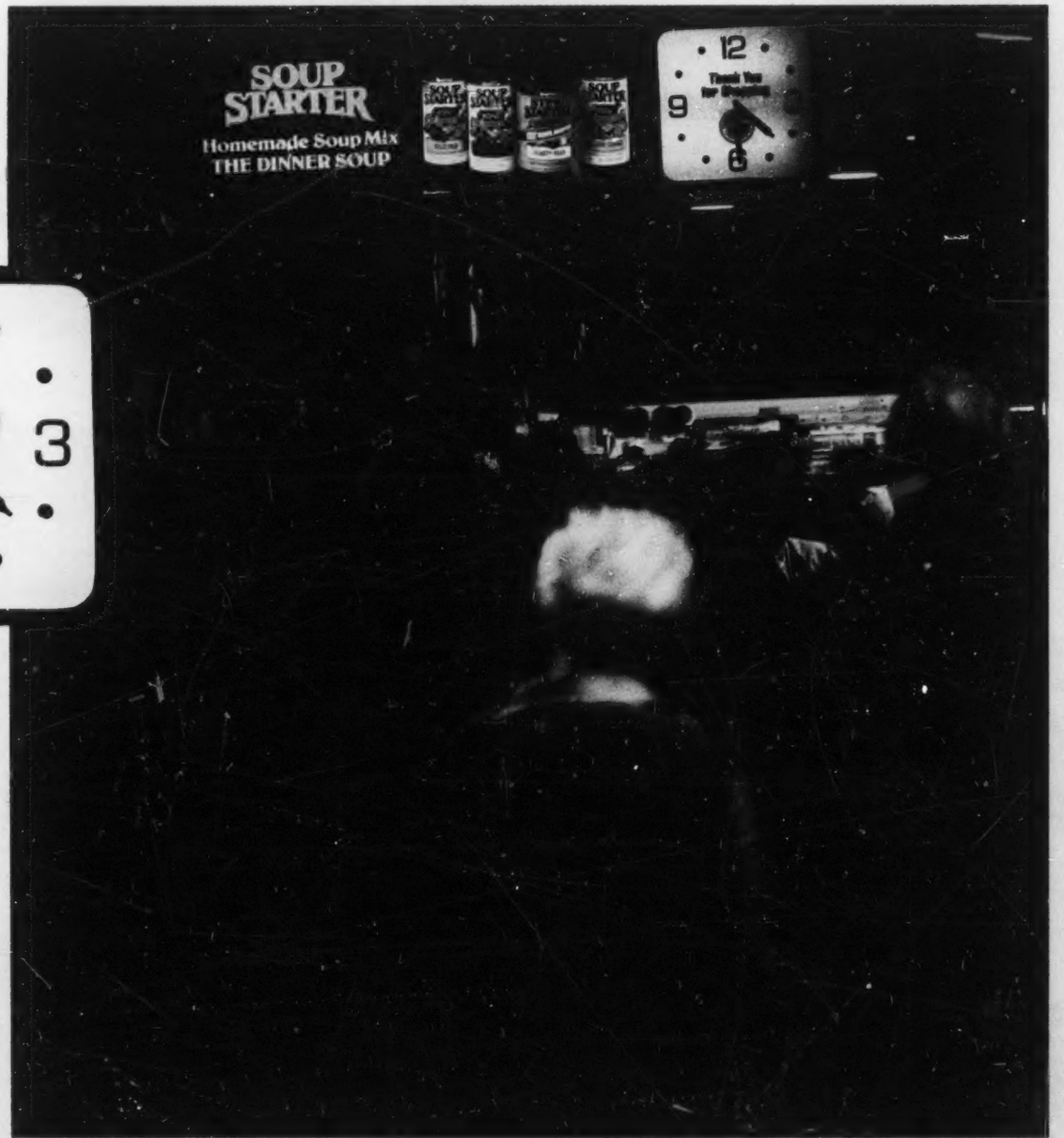
Consumer health and beauty aids purchasing habits

Specifically planned	Generally planned	+ Substitute	+ Unplanned	= In-store decision
27.9	8.6	2.3	61.1	72.0

Source: Point of Purchase Advertising Institute



> ***"A lot of promotions fail because they haven't got all the elements."***
>
> **David Coward**
> **Gillette Co.**



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Creating package

(Continued from Page 23)

"A lot of promotions fail because they're not agency packaged, they haven't got all the elements, and [the manufacturer] tries to do it on the cheap," Mr. Coward says. "Promotions are not cheap. Taking everything into account, the least expensive part is the prizes."

Gillette's promotions typically start with retail trade allowances on best-selling brands, adding sizzle in the form of a sweepstakes to attract consumer attention. Gillette's Super Bowl promotion offers a 1986 Ford Thunderbird and $25,000 cash as the grand prize, for example.

Next, free-standing newspaper inserts are used to encourage customer traffic in stores, Mr. Coward says. Store displays tie in the ad message and usually contain sweepstakes entry coupons, which also may include a rebate offer to stimulate in-store buying. The rebate offer or prize claim check is made redeemable at the store of purchase, which generates a second buying opportunity.

Gillette generates added excitement by offering prizes for a competition that relates to the event itself, such as picking the most valuable player in the World Series.

The benefit for Gillette in gaining additional retailer participation in its promotions has been significant short-term boosts in sales volume and market share, Mr. Coward says.

For retailers, the reward is incremental volume and profits, not extra cash on the bottom line in the form of discounts or rollbacks, he says. But to reap the benefits, they have to perform.

"A lot of promotions fail because the trade doesn't get behind them. If the store doesn't display, there is no payoff," Mr. Coward says.

Because retailers increasingly use scanner information to interpret the results of promotional strategies, they are more likely to participate in promotions designed by companies with good track records, says Michael Jeans, vp for marketing with the package foods division of Chesebrough-Pond's, Greenwich, Conn.

Manufacturers used to offer incentives such as free trips and merchandise as a means of gaining retailer cooperation, but the practice has tapered off considerably, he says.

"The trade is a lot more sophisticated today. A few years ago, some manufacturers used to get a lot of mileage out of trips. But now the trade is interested in a good economic proposition," Mr. Jeans says.

Chesebrough-Pond's, for example, now supplies on-line information about market share, factory orders and shipments by account to its regional managers. In the past, the company issued weekly reports.

"Our salespeople can know instantly what is happening in their regions. It's a big help when a sales representative sits across from a [retail] buyer

(Continued on Page 26)

How ads, displays affect consumer snack purchases*

Brand average purchase	No ad No display	Display only	Ad only	Ad and display
0.99	0.79	2.50	3.80	5.84

*For every 100 shoppers.

Consumer snack purchasing habits

Specifically planned	Generally planned	+ Substitute	+ Unplanned	= In-store decision
15.2	9.6	1.7	73.5	84.8

Source: Point of Purchase Advertising Institute

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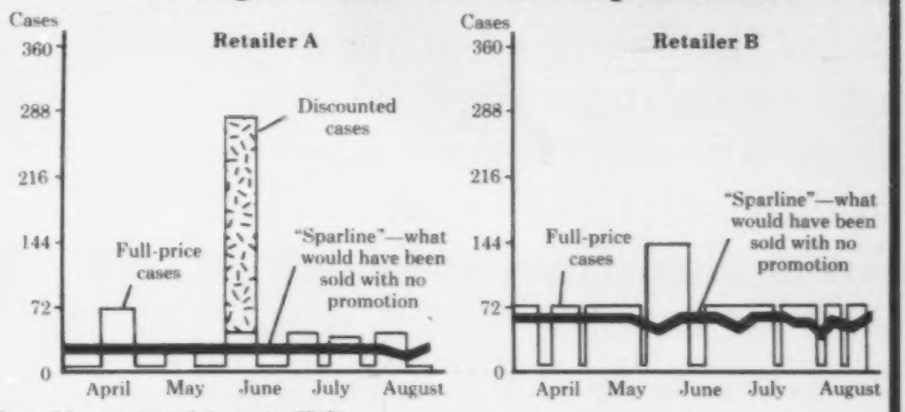
Winning in retail—a matter of promotion



Source: Sales promotion analysis reporting (SPAR)

Marketers calculate return on promotion

It is difficult to tell if retailers use trade promotion funds properly.

Sometimes competing retailers use a trade allowance to give price breaks to consumers. Sometimes retailers just pocket the money. To find out how retailers use trade promotion dollars, manufacturers need to follow up on their deals by examining retailers' inventory depletions and buying patterns, says Robert Brown, president of SPAR, Tarrytown, N.Y.

If necessary, manufacturers should redesign promotions, keeping in mind the idea of "pay for performance," he says.

Mr. Brown is a master of trade promotion analysis and inventor of the Sales Promotion and Analysis Reporting system, a method of measuring promotions for profitability developed 20 years ago for Hershey Foods Corp. The SPAR system now is used by Procter & Gamble, PepsiCo, Del Monte Corp., R.T. French Co. and Allen Products Co., among other package goods giants.

To illustrate the concept of pay for performance, Mr. Brown provided data gained over two years from audits of the New Orleans stores of Jacksonville, Fla.-based Winn-Dixie Stores and New Orleans-based Schwegmann Brothers Giant Supermarket stores during annual promotions on a condiment brand *(see box)*.

In the first year, the manufacturer offered a straight discount —25% off invoice—which both retailers accepted. Analysis of followup buying indicates one chain used the discount to replace normal product turn business at a lower price. The other used it for forward buying,

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Magnavox
Hank Aaron 715 Sweepstakes
Kelloggs
Stick-up for Breakfast Contest

1975
Muscular Dystrophy Assn.
Jerry Lewis Labor Day Telethon
Marlboro
Country Store
Stokely-Van Camp
Hitch Your Wagon to a Star

1976
Consolidated Cigar
Miss Muriel Election Sweepstakes
7-Eleven/Muscular Dystrophy Assn.
Let Jerry Keep the Change for his Kids
Post Cereals
Box Tops for Fun 'n Fitness

1977
Cessna Aircraft
Discovery Flight
Thom McAn Shoe
Pitch, Hit & Run

1978
Waterford Crystal
The Incredible Waterford Contest Book
Helene Curtis
Grease
American Express
Winning Menu Sweepstakes

1979
United Airlines
Half-fare Coupons
Ford Parts & Service
Service 79 Sweepstakes
Jaguar Rover Triumph
MG Drive a Classic/Win a Classic Sweepstakes
Johnnie Walker Red
Hot Line Contest

1980
Cracker Jack
Instant Winner Super Toy Surprise

1981
Cap'n Crunch
Find LaFoote Sweepstakes
American Airlines
AAdvantage Club
Maxwell House
Lucky Cup Sweepstakes

1982
Brown & Williamson
Kool Jazz Festival
ABC-TV
Daytime Dilemma
MCI Telecommunications
Free Holiday Call

1983
G. D. Searle
NutraSweet Gumball Sampling
Toro
If It Doesn't Snow We'll Return Your Dough
Apple Computer
Holiday Bonus
Wheaties
Search for Champions

1984
Apple Computer
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Package

(Continued from Page 24)

equipped with scanner data," Mr. Jeans says.

Chesebrough-Pond's also attempts to generate excitement by tying promotions into theme events. For example, Ragu brand sponsors an Italian Festival each fall that gives retailers an opportunity to group promotions on olives, spaghetti noodles, olive oil, meats and vegetables, he says.

"We try to approach the chains with a powerful idea from a leading brand in its category backed by a good level of trade support," Mr. Jeans says.

Chesebrough-Pond's also gathers and interprets data about incremental sales and profits from trade promotion to guide strategic thinking, he says.

stocking up on a two-months' supply of the condiment.

Neither store generated incremental volume or profits from the promotion.

In the second year, the manufacturer changed promotion strategy, offering a 28% discount per case only for retailers offering the product with specific monitored retail performance.

> ***While retailers have tremendous amounts of data, many lack the money, desire, manpower or commitment to analyze it.***

Retailer A participated, selling nearly 300 extra cases of product during the four-week promotion, generating increased profits of about $800.

Retailer B ignored the promotion, losing incremental volume of 480 cases and incremental profit of $1,234, SPAR calculates.

The example shows that while retailers have tremendous amounts of data, many lack the money, desire, manpower or commitment to analyze it, Mr. Brown says. But manufacturers have the ability to analyze promotions across a range of products and generate good programs based on what will generate incremental sales and profits for themselves and retailers, he says.

"The results are extremely effective because they allow and force both partners in the channel of distribution to focus on selling product and not trying to gain at the expense of one another," Mr. Brown says.

SPAR also is testing a new program, in cooperation with several retail chains, called "Team Marketing," which guarantees retailer performance verified through retail audits. Mr. Brown says the approach may be the answer to the prisoner's dilemma in trade promotion by fostering cooperation in selling more product and channeling the huge annual investment in trade promotions into productive use. —*R.E.*

"There's a lot less intuitive gut feel in trade promotion and a lot more trying to measure what you get for your promotional dollars," Mr. Jeans says.

The growing tendency to focus on local market conditions is a dramatic change from trade promotion strategies of recent years, says Michael Hartnett, manager of business analysis for Bristol-Myers Co., New York.

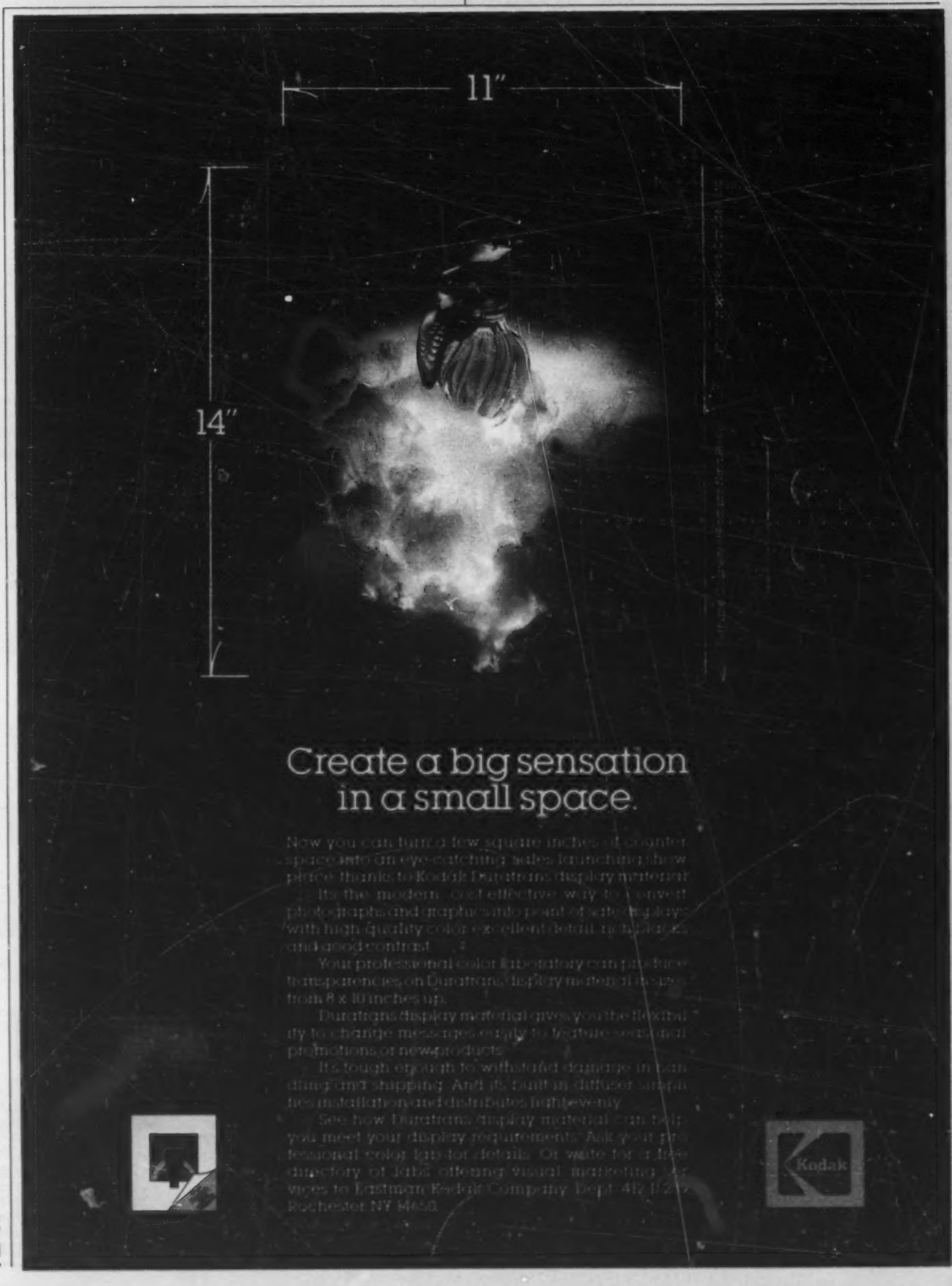
"The 'global marketing' concept has really turned 180 degrees over the past few years. There's a lot more local marketing going on today," he says.

One reason is scanner data, which has given retailers a better picture of buying patterns. For example, a retailer in a market with a high percentage of elderly residents might promote Bufferin as a headache remedy for primary users and as a product to treat the pain of arthritis for secondary users.

"The retailers really know their stores and we can learn a lot on how to market in the neighborhoods," he says. "With scanner data, all of a sudden, local marketing becomes doable."

Successful trade promotion isn't easy, but the key to making it work is that "everybody wins," says Pepe Charles, product manager-new products for S.C. Johnson & Son, Racine, Wis.

"It all comes back to the fact that you've got to put dollars in everybody's pocket, the consumer, the trade, your sales force and eventually yourself through increased profits."



Category, regional rivals determine strategy

By Richard Edel

Feature ad support, product positioning and brand share all influence trade promotion spending for branded products. But the nature of competition in each category and region ultimately determines the promotional strategy.

In categories with a single dominant brand, the top spot spends a smaller percentage of advertising dollars than secondary brands for retail ad support to keep the lion's share of consumer purchases, says Bob Schmitz, vp-research for Majers Corp., Omaha, Neb.

In categories with two brand leaders, called "brand confrontation categories," the link between market share and retail ad support is much closer, with the No. 3 brand having to spend more to get less, he says.

The more personalized the product, the less likely price will be a factor in buying decisions.

Dominant brands get and keep their positions through balanced marketing strategies using coupons, advertising, product development and feature price promotion. Secondary brands tend to lean much more heavily on price promotion, which means any slippage in retail ad support usually precedes a decline in brand share position, Mr. Schmitz says.

How do manufacturers get themselves into dominant or secondary positions?

"It's a chicken and egg proposition," Mr. Schmitz says.

Several factors can affect jockeying for position in each category, marketers say. One factor is brand differentiation. Coffee, for example, comes in a variety of grinds and flavors that build brand loyalty on taste.

Another factor is how much a person identifies with a product, such as a particular shade of lipstick or eye shadow. The more personalized the product, the less likely price will be a factor in buying decisions.

A third factor is substitutability. To a large degree, snack foods, soft drinks, paper towels, cookies and other products are easily substituted for one another depending on the degree of brand loyalty.

The factors that cause consumers to choose one product over another have predictable effects on the nature of promotion in all product categories, marketers say. But the effect also varies greatly by region, which is a fourth and sometimes critically important factor in promotional strategy.

How these factors affect retail promotion in the salty snack category, for example, is complicated because the category has a single dominant national brand: Fritos corn chips from the Dallas-based Frito-Lay division of PepsiCo.

Potato chips, however, are brand confrontational by region. Frito-Lay competes against Borden's Atlanta-based Wise Foods division in one market, Borden's Guy's Foods division, Liberty, Mo., in another, and a host of other regional companies.

Frito-Lay uses a balanced marketing attack in both categories, never discounting as deeply as the regionals, but remaining flexible, says James Hines, marketing director for Frito-Lay.

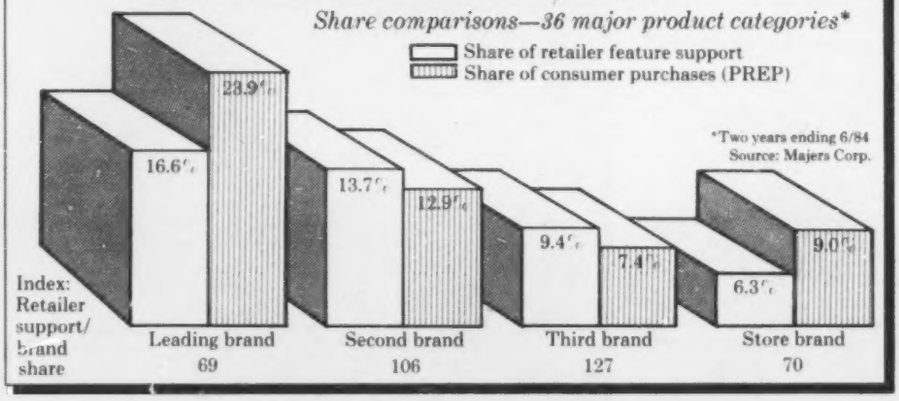
"What we would like to feel is that we use the strength of our branded franchise to offset more [trade promotion] spending by the regionals," Mr. Hines says. This places retailers in a position of using scanner data to evaluate full-price volume generated by a top brand against the lure of incremental volume and profits to be gained from discounts by regionals.

Frito-Lay also focuses on building its brand franchise through advertising and product development. This tends to differentiate the brand through development of new flavors and packaging. For example, Frito-Lay recently introduced new flavors in its O'Grady's, Fritos and Doritos lines.

Frito-Lay is reacting to growing retailer influence over promotional strategies by adopting a teamwork approach to building sales and profits, Mr. Hines says. It uses the clout of its 9,400-member direct sales force to conduct studies on floor space allocation, point-of-purchase materials, shelf set-

Relationship of retailer ad support to share of consumer purchases

*Share comparisons—36 major product categories**



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tings, promotional frequency and salty snack strategies.

Retailers welcome this advice, and they are keenly aware of changes that improve profits, he says.

The trend toward increasing use of price promotion by secondary brands in the product category, however, is well documented.

Competitors' marketing strategies usually involve creating "me-too" products and buying market share through price promotion, Majers Corp.'s Mr. Schmitz says.

This trend concerns Frito-Lay, but isn't stopping it from pushing ahead with its own brand objectives, Mr. Schmitz says.

"Any time one element of the marketing mix tends to grow [out of proportion], you have to take a look and make sure you've got the right dynamics," the Majers Corp. executive says. "But we prefer to do what's best for our brands."

Big regional snack makers, who have more to lose, are worried.

"Generally, more manufacturers have gone heavily into price promotion of one kind or another," says a spokesman for Jay's Foods in Chicago.

"Couponing is getting bigger all the time. It's unbelievable," he says.

Fortunately, many snack products have limited shelf life, which prevents retailers from stocking warehouses on promotions. This forces producers into promoting on a program.

"You have to budget properly, or you're all through promoting by June," the Jay's spokesman says.

Another brand confrontation category is the $1 billion market for yogurt where Dannon, Yoplait and Kellogg Co.'s Whitney's are the top three brands with 24% share, 19% and 10%, respectively.

Because the category is differentiated and tends to be personalized, price promotion has a minor effect on top brands.

But price promotion among regional and private-label brands is red hot, which could be a dangerous trend for retailers, says Dick Greenberg, director-marketing at Dannon Co., Long Island City, N.Y.

With yogurt's characteristics —light, healthful, ready to eat— there is a big opportunity to expand market penetration with new products and packaging, advertising and consumer promotion.

The worst approach is to focus on trade deals, Mr. Greenberg says.

"The grocery trade may be making a big mistake by promoting these sundry brands. They severely cannibalize the trade's own private-label brands," he says. "What we're taking strong steps to prevent is letting yogurt take a loss-leader posture."

Spokesmen for Yoplait and Whitney's agree there is plenty of room to grow, but each brand has to decide whether growth will result in the long-term from building brand franchise or from the short-term strategy of price promotion.

Phone offers action at push of button

By Eileen Norris

The come-on is hard to pass up—great new books at a fraction of the cost. But after a while, even that pales.

Then comes the sweepstakes and the excitement is back. Just call a toll-free telephone number, listen to the computer's instructions and use the Touch-Tone phone to punch out an identifying account number.

Then the unexpected: A computer voice pitches a hot new novel. Push button 1 to order, button 2 to decline.

Gotcha. Another book sold.

It's neat and gimmicky and instantly gratifying, says Jim Hertel, vp-marketing at San Francisco-based Dial Info, an interactive telephone/computer developer of telepromotions. He thinks it's a winner. So will an unidentified book publisher planning to use it sometime this year, he says.

"That's why people use the telephone—instant gratification," Mr. Hertel says. "But to us the phone is also a computer that can do many of the futuristic things, like at-home shopping and banking, that have been talked about for years."

Mr. Hertel estimates that about 60% of the public has at least one Touch-Tone phone at home, and Dial Info's research indicates about 85% of the public has access to a Touch-Tone phone—either at home or at work.

That statistic has built a fast track for a company that started out quietly in 1984 providing stock quotations and other market data through an interactive computer system capable of responding to each caller's stock needs.

Later that year, Dial Info added the Jeanne Dixon horoscope service, which asks for the day, month and year of birth and then provides a reading from a computer that holds 36,500 different horoscopes each

(Continued from Page 29)

Eileen Norris is a frequent contributor to Special Report.

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Jostling for attention

(Continued from Page 14)
are turning to sweepstakes and other promotions to stimulate the sluggish personal computer market, for example.

"The key is that marketers are beginning to realize the need for value-added promotions to build brand loyalty and identification, rather than just sales volume," says Jeffrey McElnea, president of Einson-Freeman in Paramus, N.J.

"Trade promotions have always been kind of value-subtracted things," the past president of the Council of Sales Promotion Agencies says.

Einson-Freeman has about 60 employes in four offices, including Chicago, San Francisco and Boston, and gross revenues of more than $20 million, according to Mr. McElnea.

"Sales promotion agencies are being called to the table more and more for strategic planning and are being called upon to develop promotions that last for one or more years, rather than one or two months."

The long-running Pepsi Challenge promotion is the example that several promotion executives point to when they discuss the value of long-term promotion.

"It was just a glorified sampling program, but it ran for nearly eight years and it became the nucleus of Pepsi's assault on Coke. It really shook up the competition," Mr. McElnea says.

Airline frequent flier campaigns are another example of long-term continuity-building promotions, and Mr. McElnea says consumers can expect more such programs applied to more services.

> ***"Marketers are beginning to realize the need for value-added promotions to build brand loyalty and identification . . . ."***
>
> **Jeffrey McElnea, Einson-Freeman**

Long-term consumer promotions have another strategic value, says Allyn Miller, president of Flair Communications, Chicago, generally believed to be the largest independent sales promotion agency with more than 140 employes in offices in Chicago, Detroit, Los Angeles, New York and San Francisco.

"Companies who can't compete with advertising dollars may be able to compete in some areas with promotion spending. Stroh's beer, for example, can't possibly compete with the advertising spending of Anheuser-Busch on television, but it can compete in sales promotion with a good creative campaign," Mr. Miller says.

"And marketers are beginning to realize that sales promotion can have that kind of effectiveness if it runs over a longer term," he says.

Flair is managing merchandising and collateral support for the "Stroh's is spoken here" advertising campaign created by Marschalk Co., Detroit. Specialty point-of-sale material will target black and Hispanic consumers as well as a general audience.

Marketers are beginning to realize the flexibility of sales promotion, Mr. Miller says.

For example, Beatrice Cos., based in Chicago, ordered 124 versions of a food products promotion to meet regional variations in sales and product identification.

"Consumer promotion is continuing to grow both in dollars and sophistication, and we see consumer promotion growing to 70% of the total dollars spent on sales promotion" by 1990, Mr. Miller says.

"As sales promotion agencies get more sophisticated and as consumer education grows, consumer promotions will get more sophisticated and the field can't help but grow."

Associate editor Len Strazewski coordinated this report on Sales Promotion.

Coming

Next week Advertising Age's Special Report will focus on **Test Marketing.**

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MediaWorks

SHOOTS

Introducing Shoots, a weekly listing of recently produced commercials, listing the products, agencies and production houses. Tv Anails returns next week.

WonderWhims, an upcoming line of fantasy dolls from Panosh Place, Cherry Hill, N.J., has completed a 60-second spot and two 30-second "lifts," via agency Towne, Silverstein & Rotter and production house Griner/Cuesta & Associates, both New York. The spots feature illusionist Doug Henning and wife, Debby (who created the line), plus live-action shots of baby animals, from goats to birds.

The spot will open with the birth of a butterfly—the most time-consuming element of the 11-day shoot. Senior copywriter: Valerie Nadler; director: Michael Schrom, Griner/Cuesta.

Fibber, a new board game due from Maruca Industries, Passaic, N.J., via agency Opus Group, Ridgewood, N.J., and production shop Corona Color, New York, will be promoted in a 30-second spot. It will depict family members playing the game and finding their noses growing in Pinocchio fashion each time they fib. A $2.5 million spot tv effort begins April 1. Creative director-copywriter: Joe Grasso, president, Opus Group; producer and director: George Corti and Yael Woll, Corona Color.

Magician Doug Henning and wife, Debby

Close-Up lip balm, a new product from Lever Bros., has finished a 15-second spot via J. Walter Thompson USA and George M. Cochran Film Productions, all New York. Borrowing somewhat from the Close-Up toothpaste commercials, the lip balm 15 shows a young couple kissing. Senior creative director: Mimi Emilita, JWT; producer: Michael LaGattuta, JWT; director: George Cochran. ■

ON THE DIAL

"Rock Connections" is a new 15-week series from CBS Radio, New York, that gives a contemporary perspective of album rock's first 20 years, starting in 1966. The one-hour weekly show, designed for 25-to-34-year-olds, bows over the May 24 to 26 weekend with Mike Harrison, disc jockey and president of Goodphone Communications as the host. Commercial avails and clearances now are being arranged.

"James Bacon in Hollywood" is the first program from All Star Radio Network, Los Angeles, a new network started by Rhonda Kramer and Kenny Green, owners of LA Network. The five-hour, daily interview/talk show, hosted by longtime columnist James Bacon, features celebrity guests from the tv, film and rock music worlds. Advertisers include Jeffrey Martin Inc. Clearances are now under way, with the show aiming for a Feb. 17 start.

"Star Trak Profiles," a one-hour show airing over the Westwood One Radio Networks, Culver City, Cal., will feature an exclusive interview with singer/actress/comedienne Bette Midler during the week of Feb. 17. Also featured during the show is a full catalog of Ms. Midler's recordings. Cleared by more than 200 stations, the show includes Dodge among its sponsors.

Bert Kleinman and Bette Midler

"Don Criqui on Sports" is a new 90-second weekday feature by NBC Radio Network. Broadcast live Monday through Friday at 4:30 p.m. (ET), Mr. Criqui discusses events in the sports field. Sponsors include Sears, Roebuck and State Farm Insurance, with station clearances just starting.

"The Best of Tellin' It Like It Was" is a special 20-part series airing on Westwood One Radio Networks through February to commemorate national Black History Month. Now being cleared, the show includes Hormel chili and Wendy's among its advertisers.

"Album Party," a one-hour, call-in show by NBC Radio Entertainment that offers listeners the opportunity to speak with their favorite stars via a toll-free number, will feature Paul Rodgers and Jimmy Page of The Firm on Feb. 13. Advertisers include Levi's 501 jeans and Agree shampoo. Now being cleared, the show's ad closing is Feb. 13. ■

NEWSSTAND

A listing of scheduled print advertising opportunities, such as special issues and special advertising sections.

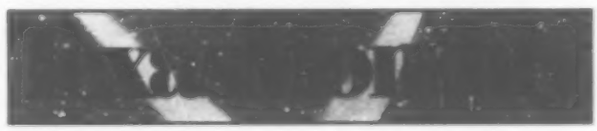
50 Plus, New York, April travel issue; ad close: Feb. 14. B&w page: $9,970; color page: $13,575.

New Woman, New York, summer beauty sampler, May issue; ad close: Feb. 26. B&w page: $11,900; color page: $15,870.

USA Today, Rosslyn, Va., European travel special bonus section, March 17 issue; ad close: Feb. 28. B&w page: $33,314; color page: $41,642. Real estate special bonus section, March 24 issue; ad close: March 7.

Ms., New York, "The beauty of health," May issue; ad close: Feb. 28. B&w page: $8,600; color page: $11,560.

Texas Monthly, Austin, Tex., "Saving face: A man's guide to skincare and good scents," May issue; ad close: March 5. B&w page: $8,050; color page: $12,340.



Beverage Industry, Cleveland, special 13th issue commemorating Coca-Cola Co.'s centennial, May issue; ad close: March 28. Tabloid b&w page: $3,760; color page: $4,900.

People, New York, "Dads' and [illegible]' gift guide," June 2 issue; ad [illegible]: March 31. Quarter-page units: $22,100; half-page units: $44,200.

New York, New York, summer fitness special advertising section, May 12 issue; ad close: April 14. B&w page: $11,810; color page: $18,600.

Better Homes & Gardens, Des Moines, "Personal Style '86" special section on furnishings, in 1.1 million-circulation high-income "Super Spot" edition, October issue; ad close: July 15. B&w page: $20,475; color page: $26,825.

Closing next week: The Atlantic, New York, summer travel planner, April issue, Feb. 10 . . .**Forbes**, New York, the Netherlands special advertising supplement, April 7 issue, Feb. 10 . . .**New York**, New York, "Voyages," special travel advertising section, March 10 issue, Feb. 10. . .**Signature**, New York, 1986 Caribbean forecast special advertising section, April issue, Feb. 10. . .**Diario Las Americas**, Miami, Carnaval Miami special section, Feb. 22 issue, Feb. 10 (space), Feb. 14 (materials) . . .**USA Today**, Rosslyn, Va., personal-finance, special bonus section, March 3 issue, Feb. 14. ■

MediaWorks also appears in Monday editions of Advertising Age.

TV POWER SHARES

The following chart lists network tv shows that won their time periods, ranked by audience share dominance. It is a reflection of how decidedly a particular show defeated its immediate competition and reflects the program's dominance of available audience. The numbers following the program name are the amount of share points by which the program defeated the second-place show during each week shown. An indicator of 10 or more is considered "dominant," while 5 to 10 is considered "good." Anything less than 5 is a "borderline" victory. *Source: Nielsen Overnight Ratings.*

Show	Week ending	1/30	1/23	1/16
DOMINANT WINNERS				
1. "Super Bowl XX" (NBC)		53	DNA	DNA
2. "The Cosby Show" (NBC)		29	25	33
3. "Family Ties" (NBC)		25	21	27
4. "Super Bowl XX Post Game" (NBC)		20	DNA	DNA
5. "Golden Girls" (NBC)		19	21	16
6. "227" (NBC)		16	17	13
7. "Dallas" (CBS)		14	14	12
8. "Highway to Heaven" (NBC)		11	DNA	6
9. "Dynasty" (ABC)		11	14	5
GOOD WINNERS				
10. "Miami Vice" (NBC)		9	5	6
11. "Cheers" (NBC)		9	4	10
12. "Who's the Boss?" (ABC)		9	6	1
13. "Growing Pains" (ABC)		8	4	0
14. "Night Court" (NBC)		6	1	7
15. "Bob Hope's All-Star Super Bowl Party" (NBC)		6	DNA	DNA
BORDERLINE WINNERS				
16. "Remington Steele" (NBC)		4	-9	1
17. "Hotel" (ABC)		4	10	6
18. "Knots Landing" (CBS)		4	6	7
19. "Moonlighting" (ABC)		3	7	-5
20. "American Music Awards" (ABC)		3	DNA	DNA
21. "Cagney & Lacey" (CBS)		1	2	8
22. "NBC Sunday Movie: The Last Precinct" (NBC)		1	9	-21
23. "Webster" (ABC)		1	-5	9

BEHIND THE SHARES

Bad timing for '60 Minutes'

CBS pushed **"60 Minutes"** up to a 9 p.m. (ET) berth to avert a bruising by NBC's **"Super Bowl XX"** broadcast. But the gamble didn't pay off. The show was crushed by 20 share points by the postgame show. Then NBC's heavily promoted **"The Last Precinct"** continued the humiliation by scoring a 6-share win over the CBS stalwart, the first defeat for "60 Minutes" this year. The Super Bowl was a headache for both ABC and CBS, but it was CBS that needed the strongest aspirin. NBC held the game's carryover audience so firmly that even CBS' usually reliable **"Murder, She Wrote"** was aced. On Saturday, NBC successfully fanned the Bowl hysteria with **"Bob Hope's All-Star Super Bowl Party,"** a clinker that shot down **"Airwolf"** and ABC's new **"Redd Foxx Show."** The most notable victories of the week: **"Golden Girls"** and **"227."** Both shows won by enormous margins over the **"CBS Reports"** special on the black family and ABC's **"Lady Blue."** Over all, NBC had a rousing week. Its solid shows kept building—**"Miami Vice"** got one of its largest victories of the season—while newcomers got good audience sampling. **"Disney's Living Seas,"** a one-time-only replacement for **"Misfits of Science,"** squeezed out a 1-share-point win over its competition. **"Remington Steele"** landed temporarily in **"Hunters's"** slot and picked up that show's audience. (Steele's normal Tuesday slot will be donated to **"American Almanac"** on March 4.) ABC had a good week despite NBC strength. The network took Monday with **"The American Music Awards,"** then went on to nearly sweep Tuesday and Wednesday. ■

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